

THE COLLABORATOR

The 2008 Collection



United States Strategic Command's Knowledge Transfer Newsletter

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USSTRATCOM Knowledge Transfer Office**

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From the Editors:

The purpose of The Collaborator is to promote awareness of knowledge transfer concepts, techniques, and current initiatives. It has evolved from reprinting journal articles and publications about knowledge management topics to the creation of original content focused on building knowledge appreciation.

This document presents the collection of newsletters published during 2008. Each edition was accessible to over 3,000 U.S. Strategic Command employees through internal web pages, greater than 15,000 DoD members on Intellipedia, more than 20,000 users on SKIWeb, and over 700 knowledge management professionals via e-mail.

The impact of the newsletter on our readers has exceeded all expectations for enhancing their understanding and awareness of knowledge based concepts. Our primary measure of success has been from our internal customers who expressed their satisfaction with the articles. People have often remarked that the articles have made an abstract idea of knowledge sharing, very real and understandable. In addition, our external customers have informed us that they have incorporated the publication into their organizations and education curriculums. These organizations range from the U.S. Military Academy, West Point, NY, to the U.S. Air Force Air University, Maxwell AFB, AL. The NASA Academy of Sharing Knowledge (ASK) magazine also re-published our story about how social networking played a role in Operation BURNT FROST in their summer 2008 edition.

We look forward to publishing additional issues of The Collaborator during 2009 with a continued focus on knowledge transfer through people theme. As always, we appreciate your comments and suggestions.



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THE COLLABORATOR

USSTRATCOM's Knowledge Management Bi-Weekly Publication

May 21, 2008

"The beginning of knowledge is the discovery of something we don't understand."

- Frank Herbert (1920-1986)

Storytelling: A knowledge transfer technique

Storytelling is an ancient method for passing along wisdom and culture. Stories are a powerful way to exchange knowledge by grabbing the attention of the reader or listener. A well-told story can build trust, cultivate organizational norms, transfer tacit knowledge, and generate emotional connections.

A story can be worth a thousand pictures and can convey both information and emotion. Individuals understand information integrated into stories easier than reading bullets on a PowerPoint briefing. Storytelling has been used at organizations such as the World Bank, NASA and the U.S. Army to create a knowledge sharing culture.

The following is an example of the storytelling technique applied to USSTRATCOM. The highlighted concepts on the left emphasize key knowledge sharing principles. If you have a story that you would like to capture, please contact the STRATCOM Knowledge Transfer Office at (402) 294-1212 or email at steinhal@stratcom.mil

The Information Hub of Operation Burnt Frost



ABSTRACT: This story reflects how Major Michael "Buzz" Shewfelt organized and disseminated information during Operation Burnt Frost.



Informal and formal social relationships facilitated knowledge transfer and improved mission efficiency.

"Buzz, where is the POTUS briefing? I need it now." - exclaimed Col Michael Carey, deputy director, Global Operations, United States Strategic Command (USSTRATCOM).

It was early January 2008. I had just joined the team a few days earlier and was the only one around to answer the mail. My mind raced as I went to find the briefing in the shared project folder. It was difficult to find the most recent version because there were numerous drafts.

I had been selected with five other officers to serve in the Command's information hub for Operation Burnt Frost. The aim of the operation was to reduce the threat of an uncontrollable U.S. satellite loaded with dangerous hydrazine fuel before it reentered the earth's atmosphere.

Within 24 hours of being selected, we were creating mission briefings for General Chilton. Later that day, we were working with the General, updating PowerPoint slides for him to brief to the Secretary of Defense the next day.

The briefing to the President of the United States (POTUS) was just one example of the plethora of briefings, white papers and supporting research and analysis that flowed through us. We became the nucleus of the fusion center. Everything was sent directly to us (from NRO, NGA and many other agencies). We had to identify where the information came from, who needed it, and how to make it accessible to others planning the operation.

Coordinating products with different agencies and organizations was difficult. Each organization had different procedures, security domains, and organizational structures. We soon learned that the executive officers and our network of contacts were invaluable. They could quickly retrieve or obtain the latest information directly from the generating source. Many times a senior officer would ask for the latest briefing received. We would call the flag's executive officer and he or she would track the briefing down to an un-forwarded email attachment still in a senior officer's email inbox.

The role of the project librarian was to organize and track the team's information products.

Version control is a content management process that reduces confusion and rework.

Information sharing facilitates situational awareness of a distributed team.

Making data accessible and discoverable is a goal of the Department of Defense information sharing strategy

We were inundated with the constant stream of information in the form of emails, attachments and messages. I saw the need to keep track of all the incoming information and became the defacto information gatekeeper, soon nicknamed "the librarian."

I established a shared file folder on the highest classified network system. This created a consolidated location for files and allowed information sharing for individuals who had the proper security clearances for the operation. I strove to create folder titles that would be as self-explanatory as possible, by basing them on specific interest areas such as Sensors or Command and Control or by dates. I had to *'make the system dummy proof'* because I did not have time to give a tutorial to everyone looking for a file.

We maintained a list of all individuals with the appropriate security clearances. Several times, I got an email requesting information from someone that was not on our "all-cleared" list. I addressed this by sending the file or brief to another person in their organization who was on our list so they could deliver the information to the requestor once their access to the operation was confirmed.

I spent a lot of time figuring out what new information had been received and if it had been deposited in the shared folders. In some instances, it was easiest to have people save files to the main operation folder so I could sort the files into the appropriate sub folders. I established version control by sending draft documents to the individuals responsible for making changes and then I would ask them to send those new versions back to me. This reduced the chance of people updating the wrong briefing.

It was crucial to keep everyone on the team constantly informed of new information and where it was stored. I even provided training about the folder structure to senior leaders and made shortcuts on their desktops for immediate access to the folders. This was important in case I was not around when someone was looking for the POTUS briefing.

We kept redundant hard copies of key essential documents in the event that our systems went down. This was done by populating multiple binders and six-part folders at all security classifications. In addition, everything was loaded onto the general's travel computer and forwarded to our office at the Pentagon in case he needed a particular piece of information when he went to Washington, D.C. for his situation update briefs.

In the beginning, we wasted too much effort tracking people down to grab files off their personal drives. By the end, we were able to save vital time by retrieving the file from the shared network folder. Data on the shared network folder was accessible to the local operation planners so they no longer required me to send them the latest briefing. The planners could send information to external organizations when they needed it. Even if they did not know the exact location of the file, the information was discoverable because we employed relevant titles and a logical folder hierarchy that allowed them to quickly search and locate it.

We accumulated more than 3200 megabytes of data, sorted into 150 different folders and sub folders, housing over 1500 documents. During the last few days of the mission, when the colonel asked, "Where is the POTUS briefing?," anyone on the team was able to retrieve it at a moments notice.

THE COLLABORATOR

USSTRATCOM's Knowledge Management Publication

June 9, 2008

"It is impossible for a man to learn what he thinks he already knows." - Epictetus

How Social Networks Contributed to the Success of Operation BURNT FROST

By Lucas Steinhauser



It was 10 p.m. and Col Michael Carey and his team had been working all day to find someone who was an expert in modeling the orbit of space objects. Col Carey got out his notebook of contacts and called an old colleague at home. "Hey Jeff, I need your help real quick...." Jeff didn't know the answer, but he was able to give Col Carey the name of an engineer at NASA who was an expert in the area.

This is the story of how social networks enable us to find the right people, with the right skill sets, at the right time. It's how they empower us to quickly reach across a global, distributed environment and quickly locate the needed experts. More importantly, this is the story of how Col Carey, Deputy Director of Global Operations (DJ3), leveraged the social network amassed during his career to engage the necessary space experts who were important to the success of Operation BURNT FROST.

In January 2008, Col Carey supported a team to reduce the threat of an uncontrollable U.S. satellite loaded with dangerous hydrazine fuel before it reentered the earth's atmosphere. This type of mission had never been attempted before and they needed to know the probability of success. It was a challenging task because they were concerned about the fuel tank on the bus-sized satellite, which was rapidly spinning as it hurtled through space at 17,000 mph. The problem's complexity required a specialized expertise to conduct the modeling necessary to understand the likelihood of success and the trajectory for a potential intercept of the satellite as it entered the atmosphere.

As Col. Carey and his team worked 16 hour days, up against an ever-pressing deadline, finding the expert at NASA was perfect timing. His involvement proved critical to mission success. He provided invaluable knowledge and expertise through analytical modeling and planning. This information fed operational plans and supported the decision briefing that went to the President of the United States.

On February 15th, USSTRATCOM senior leaders awaited the presidential decision to enact the plan they had been feverishly working on for the past six weeks. Five days later, they earnestly watched as a single Standard Missile 3 (SM3) was launched from USS Lake Erie, a cruiser in the Pacific Ocean. At 153 miles above the earth, the SM3 impacted the tumbling satellite at 30 times the speed of sound.

The mission may have been jeopardized if Col Carey wasn't able to reach out and connect with the appropriate subject matter experts.

Leveraging our nation's expertise through individual social networks was a huge determining factor in the success of Operation BURNT FROST. By the end of the operation, Col Carey recalled how they accumulated numerous contacts. This social network of individuals provided the essential talent, skills, and expertise to help make the mission a success.

Looking back, Col Carey expressed his desire to maintain the contacts and relationships that were made during Operation BURNT FROST – a decision that could one day prove to be very useful when he has to call on an old colleague for some help or when one of his colleagues needs to call on him for help. There were many organizations that were capable of supporting the various space tasks that were required, but knowing who the expert was and who to contact directly, saved time and improved mission effectiveness.



Increasing collaboration through social networks



Social networks have been credited with high returns for multiple companies including Whirlpool, Halliburton, Sanofi-Aventis, Chevron, and Caterpillar (Laseter and Cross). Social networks often operate outside formal organizational structures and can promote cross-cultural, global collaboration by connecting individuals who share similar interests (Johnson). Personal connections can center on a common passion or responsibility such as a space launch or a shared experience such as attending officer training school.

Networks help us cope with complex problems. Research has shown that high performers typically have connections outside their unit or organization. Developing a social network requires a mindset to seek out others to help address tough problems but also the mindset to help others that ask for assistance.

Networks can be supported by a wide range of communication mediums; from face-to-face interaction to telephone, email, and web-based collaboration tools. New social networking tools, such as LinkedIn and Facebook, are enabling people to stay in contact. This can be important as people constantly move to new organizations or job responsibilities.

References: Johnson, K. Harnessing the Power of Social Networks. Knowledge Management Review, 3(1) p. 12.
Laseter, T., Cross, R. Craft of Connections. Strategy Business Week, Issue 4.

Four ways to improve your social network

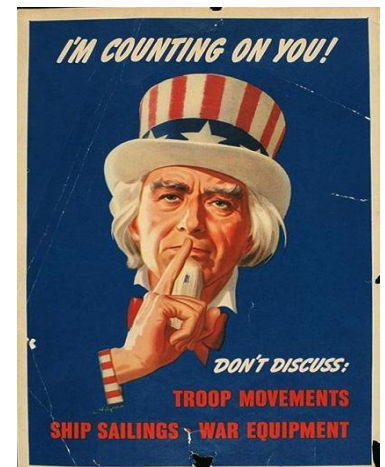
- 1) Actively participate in communities of practice. Both the Air Force Portal and the Defense Knowledge Online support thousands of communities of practice which link individuals with similar interests.
 - a. Air Force Portal: <https://www.my.af.mil/gcss-af/afp40/USAF/ep/home.do>
 - b. Defense Knowledge Online: <https://www.us.army.mil/>
- 2) Contact the author. If you read an interesting article, blog, or web page follow up with the author to share ideas and learn more. SKIWeb lists the author's phone number as well as email address.
- 3) Participate in organization social functions. These events allow you to establish relationships with individuals outside your branch or division. Activities can range from golf fundraising tournaments to philanthropy events.
- 4) Join professional organizations. AFCEA International is an example of a nonprofit membership association for advancing professional knowledge and relationships in the fields of communications, IT, intelligence, and global security. <http://www.afcea.org/>

OPSEC and Counterintelligence Precautions for Social Networking Websites

Social networking websites are a counterintelligence (CI) and operations security (OPSEC) concern because critical, sensitive, and/or personal information may inadvertently be disclosed. You must be careful regarding any information you provide about yourself, your organization or how you describe your job. You must consider each word you post since it persists in cyberspace indefinitely.

- Do not promote your personal or professional importance in your profile or posting (thus making you a potential target for adversaries to exploit)
- Do not provide details regarding your work associates/colleagues, their background, or official position or duties.
- Do not advertise weaknesses, vulnerabilities, or loopholes in our systems or capabilities
- Do not post information from the Command's Critical Information List (posted on SIPRNet)

Be cautious of eager or "friendly" individuals asking questions. If you have any concern that you are being targeted by our adversaries or feel uncomfortable, report it immediately to the Counterintelligence Staff Office at (402) 294-6266.



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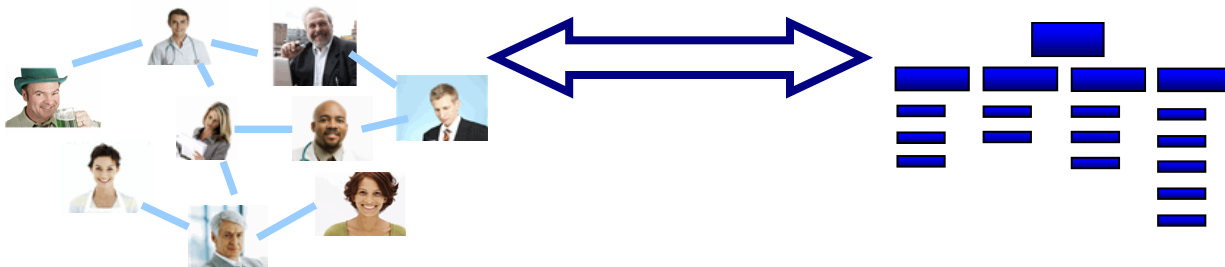
"Knowledge is power and enthusiasm pulls the switch." - Steve Droke

Social Networks Complement Formal Networks

An organizational hierarchy chart defines positional authority and the command and control structure. Although it visualizes formal areas of responsibility, it does not always represent the actual flow of information and knowledge.

More commonly, knowledge is transferred through the informal, social network, often characterized by "who you know." It consists of both professional and personal contacts developed throughout your career. Our social networks complement the formal organizational hierarchy by connecting us with subject matter experts and innovative ideas.

Studies have shown that executives who have been trained and are aware of their networks, become more effective performers and have higher promotion rates. It is important to continuously grow our social network in order to become more effective. How are you expanding your network?



Informal Social Network

- Promotes knowledge transfer
- Provides innovation for tough problems
- Facilitates learning from experiences

Formal Organization Hierarchy

- Provides senior level decision making
- Defines roles and responsibilities
- Prioritizes resources and tasks

What to do with business cards?

Business cards are exchanged at formal introductions, meetings, and conferences. They provide contact information as well as a brief reminder of an individual's area of expertise. Business cards can be an important element in growing and maintaining our social network. Many individuals acquire dozens of business cards every year. Unfortunately, this creates challenges in retrieving the right business card when you need it or remembering personal details about that individual. Here are some tips for managing the business cards you receive on your next work trip.



- Write on the back of business card when\where you met the individual and the areas of common interest.
- Contact the individual by phone or email within three business days. Reiterate your 30-second elevator speech and highlight common interest areas.
- Input the business card information into your Outlook contacts or other contact management information system. This provides a second source in case you lose the physical business card and can increase the speed with which you can retrieve the contact information.

The Elevator Speech – A Tool for Expanding Your Social Network

An elevator speech is an indispensable tool for building your social network as you meet people with similar interests. The purpose of an elevator speech is to generate interest from the listener. It describes what you do in a single sentence or two. This brief 30-second message should concisely express your interests so it can be delivered during an elevator ride.

An elevator speech must be tailored to your audience. You may use a different elevator speech in the hallway at STRATCOM than at a conference in Washington D.C. Here is an example of an elevator speech for an individual at a government Space conference.

Example: "Hi, I am Joe Smith, and I support STRATCOM's mission of Space superiority by advocating for new innovative space capabilities that address critical mission gaps. I am engaged in several projects that show remarkable promise for tomorrow's war-fighters."



Steps for crafting an elevator speech

- 1) Write down the phrases of your job that you enjoy and are passionate about.
- 2) Consider including a compelling "hook," an intriguing aspect that will engage the listener, prompt him or her to ask questions, and keep the conversation going.
- 3) Begin drafting the elevator speech by describing how these areas of interest bring value to others.

An elevator speech may take on the following form, "I do what? (support STRATCOM's mission of Space superiority), how? (by advocating for new innovative space capabilities), for who? (tomorrow's war-fighters). Develop a hook for why this is this interesting? (I engaged in several projects that show remarkable promise)".

- 4) Develop different versions of your elevator speech for different situations and audiences.
- 5) A good elevator speech will most likely evolve over days, weeks, or months. Start the evolutionary process by writing your first draft today.
- 6) Be prepared by practicing your elevator speech before you go to networking meetings.
- 7) After the networking meeting, ask yourself how successful was your elevator speech.

When to use your elevator speech?

Leave your elevator speech as part of every voicemail message: When you leave a message, be sure to include your name, phone number, and your brief elevator speech. This reminds them of who you are, and gives them a frame of reference.



Use your elevator speech in follow up emails: After meeting new people, use your elevator speech in every follow-up email you send out. For example, in the first paragraph of your follow-up E-Mail, start out with "It was good to meet you at the networking meeting yesterday. (PLACE YOUR ELEVATOR SPEECH HERE).



Helpful hint: Making connections through SKIWeb

SKIWeb allows individuals to discover others who share similar interests by providing the contact information for anyone who creates, blogs, or reads an event. Simply **click** on the individual's name to display his or her contact information or click on the 'Read By' tab to view everyone that has read an event.

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"Those that know, do. Those that understand, teach." - Aristotle

Social Networking: DoD Information Sharing Implementation Plan

"Leveraging the Power of Social Network" was listed as the third focus area in the draft Department of Defense Information Sharing Implementation Plan. A formal tasking has been created to develop a plan to appropriately leverage modern social networking capabilities within the DoD. (Reference pages 9-10, V1.0, July 22, 2008).

Help STRATCOM Newcomers Build Their Social Network

How do you meet people in a building where many of the office doors are locked? Many STRATCOM newcomers face this challenge when they enter the building and try to expand their social network. Of course there is Command Orientation, the Global Address list, and the STRATCOM Staff Directory, but it is tough calling someone you don't know from the phone roster or meeting people in orientation when you don't know anyone.



We rely on our peers and co-workers to help us meet new people through introductions. This age old technique of expanding our social network through our peers goes back to the days of teenage dating, when many people met their significant other through friends. Why was that so effective? Personal introductions increase our comfort level by breaking down the barriers of starting a conversation. Finding shared interests are essential to maintaining an ongoing relationship.

Introduce newcomers to people in your network. Make an effort to introduce them to one person outside your branch each week. This may involve going down to the cafeteria with them or visiting someone in their office. When in a meeting together, introduce them to others in the room that you know. As they begin to expand their network, they will become more effective co-workers and may someday introduce you to new people.

Forging New Connections – Get Involved

Social bonds usually form around common interests, but very rich relationships often take shape when individuals become involved in shared activities. Announcements on STRATWeb constantly go out requesting assistance with activities ranging from philanthropy to social events. These events offer unique opportunities to get to know people from outside your circle of contacts.



Although attending social events such as the STRATCOM Birthday Ball are great places to meet new people, becoming involved with the planning committee offers a chance to form a stronger relationship with others. There are also many community projects, such as Habitat for Humanity, which generates bonds that sustain a relationship over time by invoking passion and interdependence.

These personal contacts can give you the edge by offering private information that is not available in the public domain. This is often dependant on the level of trust you have developed in your network of relationships. The interaction of working side-by-side with someone on a project creates a common experience and opens the door to building trust with them.

Suggested reading: **How to Build your Network** by Brian Uzzi and Shannon Dunlap, Harvard Business Review, December 2005. Ask the Knowledge Transfer Office for a copy.

On-line Forums Promote Informal Social Networks

Cutting-edge knowledge resides in the minds of leaders at the tip of the spear—leaders with the most recent experience. The ability to exchange knowledge in an open forum can potentially save lives by sharing experiences about what has worked, or more importantly what didn't.

The CompanyCommand (CC) forum is an example of a voluntary community of practice for past, present, and future Army Company Commanders to share experiences. The community, which formed in 2000, now supports thousands of officers. Leader's fresh out of Afghanistan or on the ground in Operation Iraqi Freedom can share valuable knowledge through their stories and advice.

The website is integrated with Army Knowledge On-line (AKO) single sign-on. It features video interviews, discussion forums, blogs, and is incorporating new web 2.0 features that allow members to track what others are contributing via the "Members I Value" feature.

The CC forum is leading the way to facilitate the creation of informal social networks of professionals. This allows them to share what they are learning and, in turn, grow more effective, combat-ready units.

For a more complete understanding, check out the book, CompanyCommand: Unleashing the Power of the Army Profession by Nancy Dixon, Nate Allen, Tony Burgess, Pete Kilner, and Steve Schweitzer. And, visit: <http://companycommand.army.mil/aboutCCL/>



The power to transform the organization happens when you bring the formal and informal together!

Find and be a Mentor - Another Way to Expand Your Social Network

Mentors can serve as "connectors" building organizational bridges for newer employees with more experienced employees. Both formal and informal mentoring relationships also can expand and strengthen social networks in organizations by providing introductions between individuals with complementary skill sets or interests. Finding or being a mentor can help both employees achieve greater diversity in their personal networks. Mentoring relationships build trust, break down communication barriers, and extend knowledge across organizational units.



The DIA Knowledge Lab tested an informal "Smart Mentoring Program" which sought to better connect Knowledge Lab members and increase DIA cross-organizational knowledge sharing. In the experiment, newly tenured employees selected a mentor from a pool of well connected Knowledge Lab volunteers. The sole stipulation was that the mentor could not be in the same line organization as the mentoree. A follow-on 2006 network analysis survey revealed that mentoree knowledge seeking connections had tripled and eight of these twelve newer employee mentorees had become important information sources for the Knowledge Lab network.

Are you a mentor or do you have a mentor?

Objectives for Mentorees

- Achieve diversity in your network
- Become integrated into the information flow
- Engage in cutting edge activities
- Be proactive in developing new relationships

Objectives for Mentors

- Become a "connector" between the newer and more experienced employees
- Break down communication barriers
- Help newer employees be more effective

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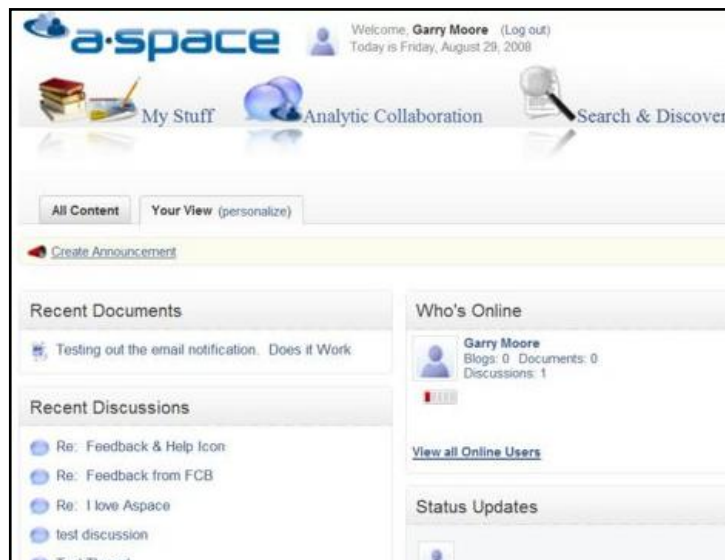
September 22, 2008

"The only source of knowledge is experience." - Albert Einstein

A-Space: A Social Networking Site for the DoD

Social networking sites, such as Facebook, MySpace, and LinkedIn, have become the rage for many young professionals in generation Y. To accommodate the requests from the new workforce and to bring new capabilities to the operational realm, the DoD has developed A-Space, a social networking site for analysts within the U.S. intelligence agencies and Combatant Commands.

The A-Space Pilot has been in testing since January and will be officially launched on the Joint Worldwide Intelligence Communication System (JWICS) on Sept. 22, 2008.



A-Space leverages new Web 2.0 capabilities to allow the discovery of subject matter experts and provides a collaborative environment that promotes knowledge transfer. Social networking software makes it easier to find expertise through registries that track who is working on what analysis topics. This will help individuals identify colleagues working on the same topics or who have related expertise. In addition to improving employee performance, social networking sites help to strengthen social connections and relationships across agencies within the DoD.

Social Network Awareness Programs Improves Performance

Social networks empower us to be more effective and efficient at getting work done. A study by Ronald Burt and Don Ronchi from the University of Chicago tracked the performance and success of executives at Raytheon who participated in a social network awareness program.

The week long program focused on learning the fundamentals of why social networking was important to their performance within the company and techniques for improving their individual social networks. Relative to a control group of similar individuals, the study found that individuals who participated in the program were over 36% more likely to receive top performance evaluations, to be promoted within the next two years, and be retained by the company.



Reference - Ronald Burt and Don Ronchi. (2007) "Teaching Executives to See Social Capital: Results from a Field Experiment." *Social Science Research*, 2007, 36(3), pp. 1156-83.

Professional Research Groups Focus on Social Networking in Organizations

World-class experts from industry, academia, and government gather to study and share cutting edge research on social networks within organizations. The Network Roundtable, sponsored by the University of Virginia, is an example of this type of collaborative research group. DIA's Knowledge Lab is an active Network Roundtable member and has conducted four organizational network analyses, which yielded insights into improving collaboration, innovation, and employee performance. Organizations find that participation in these research groups facilitates the sharing of best practices.

Reference: <https://webapp.comm.virginia.edu/networkroundtable/>

Diagramming a Social Network –What Does it Tell Us?

A social network consists of individuals who have various roles such as connectors, boundary spanners, and outliers. A social network diagram is a tool for understanding the relationships among members of a group. Key roles are:

Connectors: These individuals are critical to information sharing and collaboration within a social network. Many times these individuals are not the managers but rather high performing experts who have accumulated a wealth of knowledge and strong relationships. An effective connector brings people together with common interests and helps others build new relationships.



Sometimes, these individuals are "unsung heroes" who are not recognized by leadership or can become a "bottleneck" by being overworked and overstressed.

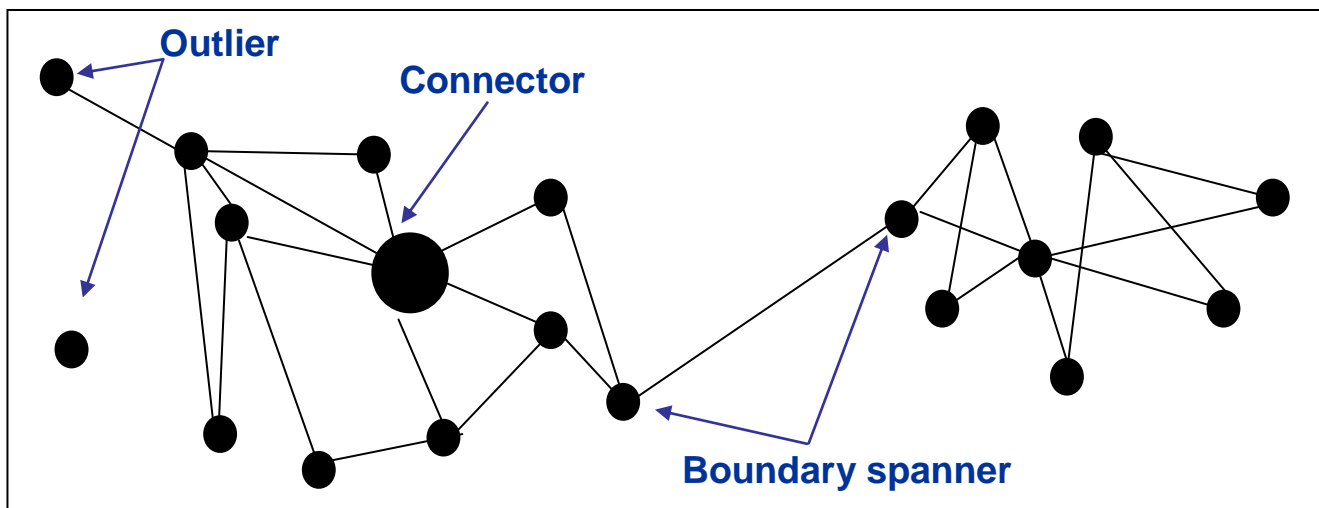
Boundary spanners: These individuals are critical links between two separate organizations or groups of expertise. Their strong ties within different social networks allow them to act as ambassadors to bridge between groups of subject matter experts. Boundary spanners may have an official role such as a liaison officer or could be someone with an informal relationship with an outside organization. They play an important role in linking separate groups of experts for information sharing and problem solving.



Outliers: These individuals sit on the periphery and have few relationships within a social network. They may be new employees whose skills or expertise have not been fully integrated into the organization. They also may be specialists whose particular tasks do not depend upon rich relationships with others. Depending on their role, management can design programs that either bring them into the organization quicker or recognize their individual work environment.



Individuals may fit into these roles depending upon the specific social network being analyzed. For example, an individual may be a connector in the social network of cyberspace experts and a boundary spanner between groups at USSTRATCOM and NSA. It is useful to understand and recognize how people fit within a social network.



This diagram pictures outliers, connectors, and boundary spanners in a social network.

Recommended book: *The Hidden Power of Social Networks* (2007) by Rob Cross and Andrew Parker.

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"Real Knowledge is to know the extent of one's ignorance." - Confucius

Intellipedia – Strengthening Social Networks in the DoD



Originally modeled after Wikipedia, Intellipedia allows analysts and war-fighters to pool their knowledge and collaborate across organizational boundaries. Intellipedia consists of three wiki's running on JWICS, SIPRNet, and Intellink-U. It offers a YouTube-like video channel, a Flickr-like photo sharing feature, content tagging, blogs, RSS feeds, and a Google search capability.

Anyone with access to the network can read the posts. Only individuals verified as authentic users can edit the content. As of March 2008, Intellipedia hosted 35,000 articles (making a total of 200,000 pages) edited by 37,000 users. When someone contributes to a page you are interested in, you can learn a lot about them by reviewing their user profile. This promotes community and strengthens social networks by enabling war-fighters to tap into each other's expertise through a net-centric, distributed environment.

Four Common Myths about Social Networks

This article addresses four common myths about building a stronger social network. The inspiration for this article came from "Six Myths About Informal Networks – and How to Overcome Them" by Rob Cross, Nitin Nohria, and Andrew Parker in the Spring 2002 issue of MIT Sloan Management Review.

Myth 1. You should strive to be connected to everyone. This myth implies that the optimal social network is when everyone knows everyone else and that individuals should strive to add as many people to your network as possible. With this philosophy an individual may spend their entire time going to conferences and meetings to maximize the quantity of contacts they possess.



Reality: While it is important to continuously grow your network, high performers focus on the quality of their contacts versus the quantity of their contacts. It is better to build close relationships with individuals who closely align with your personal or organizational goals than to establish hundreds of contacts with little relevance to your job.

Best practices: Build relationships that improve your performance by adding unique skills or expertise to your network. Take a few moments to reflect on the composition of your network to ensure that you have the correct amount of skills and expertise to meet current or future goals. Develop trust and reliability with connections that add value to your network.

Myth 2. Your network depends upon your personality. This myth suggests that the strength of an individual's network is dependant on their personality and that introverted individuals are unable to create a strong social network.

Reality: Studies have proven that building your social network is a behavior not a personality. There are many instances where introverts have developed strong social networks. Collaboration technologies from email to on-line forums are allowing people new ways to reach out to people. On-line social profiles are also enabling others to share their background and expertise areas.

Best practices: Establish routines for building and maintaining your network. Become involved in organizational portals and communities of interest. Take advantage of opportunities to learn networking techniques. (Continued on back page.)

Myth 3. You will become overworked if you build a strong network. This myth infers that individuals who have strong social networks soon become inundated with assisting others. This leads to becoming overworked because they become the go-to person for everyone's questions.



Reality: An effective person at social networking is able to leverage the power of their social network. They master the technique of referring information seekers with information providers so that they are not always the person answering all the questions. By doing this, they link people together with similar interests. They help establish social ties so that they do not become the bottleneck for information sharing.

Best practices: As you build your social network, connect individuals with similar interests instead of being the middle person. Take time to introduce people in your network to individuals who can help them be better performers. This will reduce their reliance on you to always provide them answers to all their questions.

Myth 4. You must attend every meeting possible and frequently email everyone.

A common myth is that you need to attend more meetings every week and constantly email everyone you know to build a stronger network.



Reality: More meetings and email can cause communication and information overload resulting in productivity loss. Effective people balance their time going to meetings that serve a specific purpose and sending emails to the right people in their network for the task at hand.

Best practices: Build strategic relationships outside your direct area that can become the communication link to outside opportunities. These contacts can keep you informed of external activities without having to attend countless meetings in areas that do not align with your personal or organizational objectives. Tailor email messages to specific individuals based on the content and intended purpose of the message. Make information more public by posting on community web pages that can be found through search engines but reference the Command's critical information list to ensure you are not posting sensitive information <https://stratweb/open/Publications/cpms/3023-07.pdf>

Dress for Success - Online

Impressions are formed within the first ten seconds of meeting someone. And when an individual has little information about the person they are meeting, research shows that appearance has the biggest impact on that first impression.



In today's digital environment, we don't always have the opportunity to meet face to face. As a result, your online profile is key to defining your image over the web. That's why it's important to evaluate how the information you share reflects upon what people think of you. Some things to consider when creating your online profile are: How much personal or professional information should be shared? What would best project your personality? What type of photo should you use?

New videos on Web 2.0 capabilities available



We have added links to a number of short three to five minute videos on the Knowledge Transfer web page on SIPRNet. These video clips cover many capabilities available through new Web 2.0 technologies such as wikis, blogs, social bookmarking, Twitter, RSS and much more. The web page is open to everyone who has access to the SIPRNet.

Visit: <https://scie.stratcom.smil.mil/sites/workspaces/km/default.aspx>.

THE COLLABORATOR

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THE COLLABORATOR

USSTRATCOM's Knowledge Transfer Newsletter

October 30, 2008

"The only source of knowledge is experience." - Albert Einstein

Envisioning the Future: Empower the War-fighter for 2010



It was Tuesday, June 1, 2010. I was going through my morning routine at the U. S. Strategic Command after a relaxing Memorial Day weekend when all the commotion started. I had just taken a big gulp of Navy coffee when I heard the alarmed sound of the secretary's voice, "Cmdr. Cooper, Col. Hickok is on line one with an urgent request!"

Once on the line, I learned from Col. 'Wild' Bill Hickok that a pandemic viral disease was spreading rapidly through the Venezuelan bunny population, killing over 80% of the rabbits that contracted the virus. He explained that Gen. Roger Biggs demanded an immediate situational analysis and proposed courses of action to mitigate the problem. My division was given the task to answer the mail. Since my expertise in Venezuelan bunnies was extremely limited, I had no idea where to start. After taking another big swig of coffee, I launched into my plan of attack.

I had participated in a social networking workshop conducted by the command's Knowledge Transfer Office the previous month. During the workshop, I learned about the power of using the organizational social network to locate the subject matter expertise. The instructor taught us techniques for leveraging our social network and how to use information technology for maintaining and growing our social network.

Using the techniques I learned, I first considered whether or not any of my closest associates had any experience with the Venezuelan bunny issue. Unfortunately, my day-to-day network of contacts had no relevant knowledge and was unable to offer any assistance.

I expanded my information search to identify people who were outside my normal network but were accessible within the organization. I accessed the command organizational chart and the global address list on the command's website. The results did not offer any clues on who had expertise on the subject of Venezuelan bunnies or who could possibly help me.

Fortunately, the command had implemented an expertise tracker system which provided personal and professional profiles on all USSTRATCOM employees. Uncertain what I would find, I typed "Venezuela bunny" and "disease" into the search block and waited anxiously for the results. At the top of the list was Mr. Joe Hopscotch. He worked down the hall from me in the Cyber-Defense Branch. I had never met Joe, but I was able to learn a lot about him by reading his rich profile.

Joe's profile contained a picture, a description of his experience, education, personal interests, and a list of his close colleagues. I quickly learned that he had a master's degree in Disease Management from John Hopkins University and had written several professional articles on Venezuelan bunnies. He also spent three years working at the U.S. Army Veterinarian Command in the disease control division before transferring to USSTRATCOM. But what was most amazing was that he played hockey – in the same league as me.

I called him to see if he had any insights that could help me out. Soon we were able to conduct a face-to-face meeting in which we developed an initial situational analysis and several courses of action. He also provided links to several other people who could offer advice as well as documents that could help me to prepare for my briefing.

Once the crisis had passed, I added Joe to my list of colleagues. Eventually, I was able to expand my network to include some of Joe's contacts. In return, I was able to connect Joe with some of my colleagues who were able to help him with Cyber-Defense. At the end of the day, what struck me the most was the power of a well-developed social network.

Coming soon – New Features in Microsoft SharePoint 2007

USSTRATCOM will soon be implementing SharePoint 2007 on the NIPRNet, which is a collaboration and document sharing portal. One of the features is a MySite web space that allows users to enter their own personal background information and expertise. This provides similar capability to the expertise tracker system mentioned in the scenario on the front page of this newsletter.

MySite provides many features that promote social networks such as distribution lists, colleague alerts, colleague suggestions, and an 'In Common with You' web module that helps users identify shared interests with others. Users can share information such as favorite links, documents, blogs, and colleagues in their social network. The more information users share about their projects, responsibilities, areas of expertise, skills, and interests, the more likely someone will be able to locate and collaborate with them.

Collaboration Starts with Understanding Others

The success of collaboration depends upon the participants' knowledge and understanding of one another. These relationships are becoming more critical as DoD expands the concept of net centric operations. Many people find it necessary to invest some time in exchanging professional and personal information before they begin collaborating with others. This information exchange allows them to build a common language for solving problems and equips them to leverage each other's strengths.



Users need to connect with others and to learn about their individual background and skills before a culture of collaboration and information can be built in the DoD. One way to facilitate this exchange of personal and professional information is through the use of personal profiles available on organizational web portals. Therefore, before embarking on your next collaboration effort, take a few minutes to get to know the person or group of individuals you are planning to collaborate with.

For additional information reference: Understanding Information Age Warfare by Alberts, Garstka, Hayes, and Signori. Ask the Knowledge Transfer Office for a copy.

Learn about the Skills and Strengths of Your Colleagues

Have you ever been surprised to discover that a close colleague has experience, knowledge or skills you didn't know about? The diversity of experience gained working in the DoD can create a unique background for everyone. It can be difficult to learn about all the potential knowledge people possess in our social network. For example, you may be having a difficult time preparing a requirements package only to find out that a colleague down the hallway has two years of past experience working in an acquisition role.



One method to learning about your colleagues is through profiles. Personal profiles allow us to learn about the professional background and experience of people. At a glance, we can click on the profile of our colleagues to learn information about past projects they worked on, past assignments, skills, knowledge or formal education they received. If you take advantage of this information, you can save time, effort, and improve the quality of your work.

Register Now - Social Networking 101 Workshop

The Knowledge Transfer Office is conducting a workshop on social networking concepts and techniques on Thursday, November 6th from 1300 - 1500. This workshop will focus on building a basic awareness of the principles, value and techniques to leverage a social network. It is open to all STRATCOM personnel and will be held in room 1F6. Seating is limited. Please register now by emailing Lucas Steinhauser at steinhal@stratcom.mil.

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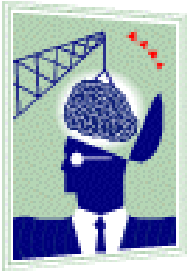
THE COLLABORATOR

USSTRATCOM's Knowledge Transfer Newsletter

November 18, 2008

"The doorstep to the temple of wisdom is knowledge of our own ignorance." – Benjamin Franklin

Challenges to knowledge transfer in the DoD



The failure to share knowledge can result in longer decision cycles, degraded quality, and/or missed opportunities. Within the DoD, and at U.S. Strategic Command, we face a number of challenges that make it difficult to transfer knowledge between those who know and those who need to know.

Our work force is constantly changing, resulting in a high work force turnover rate. For example, military members rotate every one to three years and a large percentage of the civilian work force is eligible to retire within the next five years. In addition, contractors potentially change at the end of each contract cycle. As people transfer, we lose their skills, experience and knowledge.

Working within multiple security domains makes it difficult for people to collaborate and transfer their knowledge. Physical security precautions, such as locked doors and compartmentalized offices, hamper the ability for people to easily meet face-to-face and get to know each other.

Our missions also require us to work in a geographically distributed environment. As a result, action officers are required to locate and reach out to other people across the globe. This includes individuals from both inside and outside the DoD.

These challenges minimize the effectiveness of both individuals and the organization. We have learned through best practices that social networks are critical in the transfer of knowledge. It is all about people. It is not what you know but who you know. By promoting the value of social networks, we can improve knowledge transfer.

On-boarding: Who do you need to know?

What if you could bring new employees up to speed faster by facilitating relationships with those people they need to know? Industry is developing on-boarding processes that seek to capture and leverage social networks for new employees. This involves documenting the networks that are critical to the performance of a specific position. When a new employee arrives, they are connected to those individuals.

Within DoD, our programs focus on the administrative in-processing and organizational orientation. For some transitions, a sponsor is assigned who assists with the resettlement process in a new location. While these activities help familiarize the newcomer with the organization, they do not equip them with the knowledge of who they need to know to immediately become an effective performer.

The on-boarding process starts with mapping out the social networks that the incumbent used to perform his or her tasks. The outgoing individual sets up courtesy calls with these primary contacts for their replacement or the supervisor should arrange personal introductions with the contacts identified.

Showing new employees organizational hierarchy charts and phone rosters is not sufficient for helping them to understand who they need to work with and go to. It may take someone months to learn the key individuals in the organization with the experience and knowledge they need. By facilitating the formation of social relationships necessary for the job, we can better prepare the new employee and bring them up to speed faster.

Emphasize the Importance of Who You Met in Your Trip Report



During your last trip, did you meet someone new or strengthen an existing relationship? The value in traveling to meet someone in person is the ability to hold a rich conversation with them. Even with the growth of collaboration technologies, it is vital to meet someone face-to-face to build trust and understanding.

When writing your next trip report, convey both what you learned as well as the people you met. Instead of rattling off a list of names, inform leadership why it was significant that you interacted with these individuals and what the potential future return may be to collaborate with them. Use examples to link their experience, skills and background with your organization's mission. This gives leadership insight into how you are leveraging your social network to become more effective at your job.

Increase Social Networking at the Next Conference You Host

Meeting subject matter experts can be one of the most valuable returns from a conference. Conference planners, who understand this will often schedule social hours, meet and greet sessions, breaks, use name tags, or plan other events to promote social networking among conference attendees. Here are two additional considerations when planning your next event:



1) Request participants to send a personal bio, complete with a picture of themselves before the event. Post the biographies on a non-public web-page for the attendees to get to know a little about each other. This increases the awareness of the rich diversity of skills at the event and gives them an opportunity to target key participants who have shared interests.

2) Create a bulletin board for individuals to advertise projects that they are working on or to request help. Use two different color note cards for individuals to post 'requests' for help and 'offers' of assistance. On each card, provide space for a brief description as well as their name and contact information. This facilitates the transfer of knowledge between those individuals who are seeking help and those who have the desired skill set and experience.

Stay updated through an Email Listserve

Listserve can be a great resource for meeting other individuals who share similar interests and staying current on what is happening in their field. Listserves are professional electronic mailing lists based on a specific topic. These mailing lists allow users to subscribe to specific email groups. Some listserves are moderated by an administrator who approves messages. When an email is addressed to a listserve mailing list, it is broadcasted to everyone who subscribes to the email group.



The kmgov (kmgov@list.jpl.nasa.gov) listserve is an example of a mailing group with approximately 700 members with an interest in knowledge management. Members share news of upcoming conferences and new projects going on in their area. Through this knowledge sharing, members have the opportunity to expand their social network by collaborating with others outside their own organization.

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THE COLLABORATOR

USSTRATCOM's Knowledge Transfer Newsletter

December 9, 2008

"There is no knowledge that is not power." – Ralph Waldo Emerson

What Does Your Profile Picture Tell Others?

Military retirees, do you still wear your military uniform to work? Although you still have lots of wear left in your corfam shoes, do they really project a professional image in the civilian workplace? In the digital age, we are now establishing our image through the photos we post on various social networking sites. What kind of impression do you think a picture of you in military uniform projects as a retiree on a professional site?



As you transition into the civilian workforce, you should be cognizant of your online image. If your target audience is the civilian business community, it might be better to post a picture wearing a suit coat. A casual or fun photo is more appropriate for sites used by your family and friends.

Take a look at the two photos above. Which is more appropriate for someone who has retired from the military and is establishing a profile on a public, professional website?

People who understand the power of their online image have used different photos to emphasize their personality or qualifications. One person used a photo showing him on top of a mountain to project his innovative and out of the box thinking. Another individual used a photo shaking hands with Warren Buffett to signify his financial management qualifications. In the digital environment, each photo has the potential to foster a unique image. When posting profile pictures, ask yourself if it supports the image you want others to have of you.

Tips and Tricks for Creating Your Profile

Your online profile allows you to be discovered by others and jump-starts informal conversation when meeting someone for the first time. Your image is established by the information you post regarding your skills, experience, education and interests. The following are some tips and tricks to help you focus your profile:

- 1) Describe your experience and skills in plain English. Don't copy your resume or use highly abused phrases such as "proven track record, problem solver, and results oriented"
- 2) Use your elevator speech. Your elevator speech is a brief ten second description of who you are and what you do.
- 3) Highlight your skills. Make sure to describe skills people may place in the search engine. This will help people find you.
- 4) Provide links. Add links to communities that you belong to and post documents that you have authored or co-authored.
- 5) Build your connections. Connections are one of the most important aspects of your online image. Identify connections to increase the probability that others will find colleagues with whom you have in common in order to establish trusted relationships.
- 6) Share interests and hobbies. Stronger personal relationships are developed when outside activities and interests are shared.
- 7) Focus your message. There are many ways to package your skills, knowledge and experience. Ensure that you have a consistent message in your profile, website, and/or brochure.
- 8) Use privacy settings. Remember to adjust privacy settings when creating your profile.

KNOWLEDGE TRADE FAIRS

A Great Way to Learn About Your Organization

U.S. Strategic Command has many Unified Command Plan (UCP) assigned missions. This can make it difficult for personnel to maintain an awareness of what is happening within the organization. Industry is using internal knowledge trade fairs as a best practice to facilitate the opportunity for their employees to socialize and learn what other people are working on within their company. This helps to build a one team culture and encourages the growth of a learning environment.



Similar to an information technology fair or an education fair, a knowledge trade fair is an internal method to broadcast the organization's expertise to all of its employees. The knowledge fair concept complements new employee orientation programs typically offered by organizations. The main goal is to provide a central location where social interactions can take place and knowledge is shared. It promotes a cross pollination of ideas across the organization and empowers personnel to meet others who are outside of their normal working group.

The knowledge fair helps to reinforce the awareness and currency of events that are taking place within the organization. It is usually conducted in a location where subject matter experts can informally interact and socialize with other people within the organization. It can be a formal program that is coordinated or it can be an informal gathering where subject matter experts are available to share what they are doing.

Web 2.0 Versus Enterprise 2.0 – What's the Difference?

What is the difference between Web 2.0 and Enterprise 2.0? Web 2.0 is comprised of commercial applications, such as Wikipedia, Twitter, Facebook, or MySpace. They are aimed at creating personal value for individuals. Enterprise 2.0 is the application of Web 2.0 technologies into the business environment to achieve competitive advantage or profit.



Many organizations have applied Web 2.0 technologies into their business strategy such as wiki's, blogs, and RSS feeds. Used at the organizational level, these technologies represent enterprise solutions. For example, organizations are taking functionality commonly found in social networking sites to foster collaboration and innovation within their organization. This gives them competitive advantage by creating a more collaborative culture for solving problems and taking advantage of new opportunities.

Supporting a Learning Organization Through Blogs

The U.S. Strategic Command Knowledge Integration Web (SKIWeb) has become renowned in the DoD as a collaborative forum for sharing operational events through the use of blogging. It has generated significant attention because it empowers collaboration between individuals regardless of rank or organizational position. This interaction creates a learning organization where individuals share information and pool resources to solve complex problems.

Organizations have established similar enterprise level collaborative forums in which employees can ask non-operational questions and provide recommendations. These forums offer employees the ability to contribute innovative ideas to improve business processes or help gather necessary information about an issue. They can be used to create a virtual bulletin board where individuals can request help from others or can offer their expertise. These discussion spaces are often seen in communities of practice where individuals can ask others for help on a particular problem or offer their advice.

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